



# **Swellendam Municipality**

**Service Delivery**

**Budget Implementation**

**Plan**

**2019/ 20**

# Municipal Financial Management Act

## Section 53(1)(c)(ii) – Approval by the Mayor

The Top Layer Service Delivery Budget Implementation Plan, indicating how the budget and the strategic objectives of Council will be implemented, is herewith submitted in terms of Sections 69(3) and 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budgeting and Reporting Regulation for the necessary approval.

Print Name

ANTON GROENWALD

### Municipal Manager of Swellendam Municipality

Signature



Date

3.6.2019

### Approval

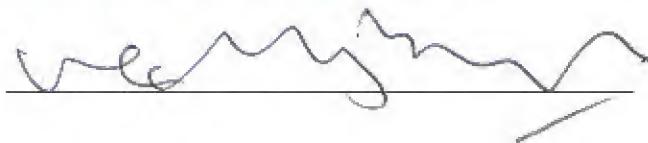
The Top Layer Service Delivery Budget Implementation Plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

Print Name

NICHTAZA MYSWART

### Mayor of Swellendam Municipality

Signature



Date

06/06/2019



## Top Layer Executive Delivery and Budget Implementation – 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
											Number	1	0	0
1	Municipal Manager	Good Governance and Public Participation	To promote good governance and community participation	Compile the Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June 2020	RBAP submitted to the Audit Committee by 30 June 2020	All	Municipal Manager	1	Number	1	0	0	0	1
2	Municipal Manager	Good Governance and Public Participation	To promote good governance and community participation	90% of the RBAP for 2019/20 implemented by 30 June 2020 [(Number of audits and tasks completed for the period / Number of audits and tasks identified in the RRBAP) x 100]	% of the RBAP implemented by 30 June 2020	All	Municipal Manager	90%	Percentage	90	0	40	0	90
3	Municipal Manager	Local Economic Development	To enhance economic development with focus on both first and second economies	Develop a Growth and Development Strategy and submit to Council for approval by 30 June 2020	Strategy developed and submitted to Council for approval by 30 June 2020	All	Municipal Manager		New performance indicator for 2019/20. No comparative audited results available		1	0	0	1
4	Corporate Services	Municipal Transformation and Institutional Development	To create a capacitated, people-centred institution	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan by 30 June 2020	Number of People employed	All	Director: Corporate Services	2	Number	1	0	0	0	1

## Top Layer | Service Delivery and Budget Implementation | an 2019/20

Assistant	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
											Q1	Q2	Q3	Q4
5	Corporate Services	Municipal Transformation and Institutional Development	To create a capacitated, people-centred institution	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2020 [(Actual amount spent on training/total personnel budget) x 100]	% of the personnel budget spent on implementing the workplace skills plan by 30 June 2020	All	Director: Corporate Services	0.46%	Percentage	0.1	0	0	0	0.1
6	Corporate Services	Municipal Transformation and Institutional Development	To create a capacitated, people-centred institution	Limit quarterly vacancy rate to less than 15% of funded posts [(Number of funded posts vacant / number of funded posts) x 100]	% quarterly vacancy rate	All	Director: Corporate Services	30%	Percentage	15	15	15	15	15
7	Corporate Services	Good Governance and Public Participation	To promote good governance and community participation	Oversee the draft annual report to the MFMA and submit to Council by 31 January 2020	Draft report submitted to Council by 31 January 2020	All	Director: Corporate Services	1	Number	1	0	0	1	0
8	Corporate Services	Good Governance and Public Participation	To promote good governance and community participation	Complete the annual risk assessment and submit to the Audit Committee by 30 June 2020	Completed risk assessment submitted to the Audit Committee by 30 June 2020	All	Director: Corporate Services	1	Number	1	0	0	0	1
9	Corporate Services	Local Economic Development	To enhance economic development with focus on both first and second economies	Create temporary work opportunities in terms of EPWP by 30 June 2020	Number of temporary work opportunities created by 30 June 2020	All	Director: Corporate Services	146	Number	146	36	36	39	35

## Top Layer - Service Delivery and Budget Implementation, an 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
10	Community Services	Basic Service Delivery	To develop integrated and sustainable settlements with the view to correct spatial imbalances	Spend 90% of the capital budget allocated for the construction a new library in Swellendam by 30 June 2020 [Amount actually spent on the project/ Amount budgeted for the project] x100]	% of budget spent by 30 June 2020	1	Director: Community Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	90	0	40	0	90
11	Community Services	Basic Service Delivery	To develop integrated and sustainable settlements with the view to correct spatial imbalances	Complete 87 serviced sites for Smitsville, Barrydale by 30 June 2020	Number of serviced sites completed by 30 June 2020	2	Director: Community Services	New performance indicator for 2019/20. No comparative audited results available	Number	87	0	0	0	87
12	Community Services	Basic Service Delivery	To develop integrated and sustainable settlements with the view to correct spatial imbalances	Complete 39 serviced sites for Buffeljagsniver by 30 June 2020	Number of serviced sites completed by 30 June 2020	3	Director: Community Services	New performance indicator for 2019/20. No comparative audited results available	Number	39	0	0	0	39
13	Community Services	Basic Service Delivery	To develop integrated and sustainable settlements with the view to correct spatial imbalances	Conduct an EIA for the housing project in Railton and submit to the Western Cape Department of Human Settlements by 30 June 2020	EIA submitted by 30 June 2020	4	Director: Community Services	New performance indicator for 2019/20. No comparative audited results available	Number	1	0	0	0	1
14	Community Services	Basic Service Delivery	To develop integrated and sustainable settlements with the view to correct	Conduct an EIA for the housing project in Stuurbaak and submit to the Western Cape Department of	EIA submitted by 30 June 2020	3	Director: Community Services	New performance indicator for 2019/20. No comparative audited	Number	1	0	0	0	1

## Top Layer Strategic Delivery and Budget Implementation in 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
											Number	6429	0	6429
15	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network as at 30 June 2020	Number of residential properties which are billed for water or have pre paid meters as at 30 June 2020	All	Director: Financial Services	6429	Number	6429	0	6429	0	6429
16	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering and excluding Eskom areas) as at 30 June 2020	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June 2020	All	Director: Financial Services	6300	Number	6300	0	6300	0	6300
17	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) as at 30 June 2020	Number of residential properties which are billed for sewerage as at 30 June 2020	All	Director: Financial Services	6425	Number	6425	0	6425	0	6425

## Top Layer Service Delivery and Budget Implementation for 2019/20

Assistant	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
											Number	6054	0	6054
18	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Number of formal residential properties for which refuse is removed once per week as at 30 June 2020	Number of residential properties which are billed for refuse removal as at 30 June 2020	All	Director: Financial Services	6054	Number	6054	0	6054	0	6054
19	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Provide 6kl free basic water to indigent and poor households in terms of the approved indigent policy	Number of indigent and poor households receiving free basic water	All	Director: Financial Services	1975	Number	1975	0	1975	0	1975
20	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Provide 50kwh free basic electricity to indigent households in terms of the approved indigent policy	Number of indigent households receiving free basic electricity	All	Director: Financial Services	1811	Number	1811	0	1811	0	1811
21	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Provide 20kwh free basic electricity to poor households in terms of the approved indigent policy	Number of poor households receiving free basic electricity	All	Director: Financial Services	164	Number	164	0	164	0	164
22	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Provide free basic sanitation to indigent households in terms of the approved indigent policy	Number of indigent households receiving free basic sanitation	All	Director: Financial Services	1811	Number	1811	0	1811	0	1811
23	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Provide discounted basic sanitation to poor households in terms of the approved indigent policy (50% discount)	Number of poor households receiving discounted basic sanitation	All	Director: Financial Services	164	Number	164	0	164	0	164

Top Layer Service Delivery and Budget Implementation .an 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
24	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Provide free basic refuse removal to indigent households in terms of the approved indigent policy	Number of indigent households receiving free basic refuse removal	All	Director: Financial Services	1811	Number	1811	0	1811	0	1811
25	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Provide discounted basic refuse removal to poor households in terms of the approved indigent policy (50% discount)	Number of poor households receiving free basic refuse removal	All	Director: Financial Services	164	Number	164	0	164	0	164
26	Financial Services	Municipal Financial Viability and Management	To improve financial viability and management	The percentage of the municipality's capital budget actually spent by 30 June 2020 [(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100]	% of capital budget spent by 30 June 2020	All	Director: Financial Services	90%	Percentage	90	0	40	0	90
27	Financial Services	Municipal Financial Viability and Management	To improve financial viability and management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2020 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant]	Debt to revenue as at 30 June 2020	All	Director: Financial Services	25.3%	Percentage	25.3	0	0	0	25.3

## Top Layer Service Delivery and Budget Implementation in 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
											Director: Financial Services	18%	Percentage	18
28	Financial Services	Municipal Financial Viability and Management	To improve financial viability and management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2020 (Total outstanding service debtors/ revenue received for services)	Service debtors to revenue as at 30 June 2020	All	Director: Financial Services	18%	Percentage	18	0	0	0	18
29	Financial Services	Municipal Financial Viability and Management	To improve financial viability and management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2020 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2020	All	Director: Financial Services	1.8	Number	1.8	0	0	0	1.8
30	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Limit unaccounted for water to less than 25% by 30 June 2020 ((Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of	% unaccounted for water by 30 June 2020	All	Director: Financial Services	25%	Percentage	25	0	25	0	25

## Top Layer Service Delivery and Budget Implementation - Jan 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				Kilolitres Water Purchased or Purified x 1000										
31	Financial Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Limit unaccounted for electricity to less than 12% by 30 June 2020 {{Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold} / Number of Electricity Units Purchased and/or Generated} x100	% unaccounted for electricity by 30 June 2020	All	Director: Financial Services	12%	Percentage	12	0	12	0	12
32	Financial Services	Municipal Financial Viability and Management	To improve financial viability and management	Achieve a debtors payment percentage of 95% by 30 June 2020 {{Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off} / Billed Revenue x 100} x 100	Debtors payment percentage as at 30 June 2020	All	Director: Financial Services	95%	Percentage	95	95	95	95	95
33	Financial Services	Municipal Transformation and Institutional Development	To create a capacitated, people-centered institution	Approve an action plan to address all the issues raised in the management letter of the Auditor-General by 31 January 2020	Action plan approved by the MM by 31 January 2020	All	Director: Financial Services	1	Number	1	0	0	1	0

## Top Layer Service Delivery and Budget Implementation . an 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
34	Financial Services	Municipal Transformation and Institutional Development	To create a capacitated, people-centered institution	Spend 90% of the capital budget allocated for the upgrade of the ICT network by 30 June 2020 {[Amount actually spent on the project/ Amount budgeted for the Project]x100}	% of the budget spent by 30 June 2020	All	Director: Financial Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	90	0	0	0	90
35	Financial Services	Municipal Transformation and Institutional Development	To create a capacitated, people-centered institution	Spend 90% of the capital budget allocated for the purchase of computer equipment by 30 June 2020 {[Amount actually spent on the project/ Amount budgeted for the project]x100}	% of the budget spent by 30 June 2020	All	Director: Financial Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	90	0	0	0	90
36	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 80% of the roads and stormwater maintenance budget by 30 June 2020 {[Actual expenditure on maintenance divided by the total approved maintenance budget]x100}	% of the maintenance budget spent by 30 June 2020	All	Director: Infrastructure Services	97%	Percentage	80	15	30	60	80
37	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 80% of the electricity maintenance budget by 30 June 2020 {[Actual expenditure on maintenance divided by the total approved maintenance budget]x100}	% of the maintenance budget spent by 30 June 2020	All	Director: Infrastructure Services	94%	Percentage	80	15	30	60	80

## Top Layer Service Delivery and Budget Implementation in 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
											Percentage	80	15	30
38	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 80% of the maintenance budget by 30 June 2020 {{Actual expenditure on maintenance divided by the total approved maintenance budget}x100}	% of the maintenance budget spent by 30 June 2020	All	Director: Infrastructure Services	90%	Percentage	80	15	30	60	80
39	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 80% of the water maintenance budget by 30 June 2020 {{Actual expenditure on maintenance divided by the total approved maintenance budget}x100}	% of the maintenance budget spent by 30 June 2020	All	Director: Infrastructure Services	90%	Percentage	80	15	30	60	80
40	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 100% of the MIG funding allocated for completion of projects by 30 June 2020 {{Actual expenditure on MIG funding received divided by the total MIG funding received}x100}	% of MIG funding received spent by 30 June 2020	2,3,4	Director: Infrastructure Services	100%	Percentage	100	0	40	0	100
41	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 90% of the capital budget allocated to upgrade the Suurbraak Waste Water Treatment Works by 30 June 2020 {{Actual capital expenditure on the project divided by	% of the budget spent by 30 June 2020	2	Director: Infrastructure Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	90	0	0	0	90

## Top Layer Service Delivery and Budget Implementation .an 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
											Q1	Q2	Q3	Q4
42	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Spend 90% of the capital budget allocated to replace 2 pumps and pipes at the Hermitage Pump Station by 30 June 2020. {{Actual capital expenditure on the project divided by the total approved capital budget for the project}x100}	% of the budget spent by 30 June 2020	1	Director: Infrastructure Services		New performance indicator for 2019/20. No comparative audited results available	90	0	0	0	90
43	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlog	Spend 90% of the capital budget allocated for 2 high pressure filters (inclusive of pipe work) by 30 June 2020. {{Actual capital expenditure on the project divided by the total approved capital budget for the project}x100}	% of the budget spent by 30 June 2020	All	Director: Infrastructure Services		New performance indicator for 2019/20. No comparative audited results available	90	0	0	0	90

## Top Layer Service Delivery and Budget Implementation - an 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
44	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 90% of the capital budget allocated for the replacement of water pipes in Barrydale by 30 June 2020 {{Actual capital expenditure on the project divided by the total approved capital budget for the project}x100}	% of the budget spent by 30 June 2020	1	Director: Infrastructure Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	90	0	0	0	90
45	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 90% of the capital budget allocated for the segmented paving intersections in the industrial area by 30 June 2020 {{Actual capital expenditure on the project divided by the total approved capital budget for the project}x100}	% of the budget spent by 30 June 2020	4	Director: Infrastructure Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	90	0	0	0	90
46	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 90% of the capital budget allocated to install bulk electricity supply in Andrew Whyte Street for the development of even by 30 June 2020 {{Actual capital expenditure on the project divided by the total approved capital budget for the project}x100}	% of the budget spent by 30 June 2020	1	Director: Infrastructure Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	90	0	0	0	90

## Top Layer Executive Delivery and Budget Implementation. . an 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
47	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 100% of the MIG allocation received for the Railton upgrade of gravel roads and stormwater Phase 2 by 30 June 2020 {(Actual expenditure on MIG funding received divided by the total MIG funding received for the project)x100}	% of MIG funding received for the project spent by 30 June 2020	3-4	Director: Infrastructure Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	100	0	40	0	100
48	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 100% of the MIG allocation received for the upgrade of the Surbraak water supply scheme phase 1B and 2A by 30 June 2020 {(Actual expenditure on MIG funding received divided by the total MIG funding received for the project)x100}	% of MIG funding received for the project spent by 30 June 2020	2	Director: Infrastructure Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	100	0	40	0	100

## Top Layer Service Delivery and Budget Implementation an 2019/20

Assist	Directorate [R]	National KPA [R]	Pre-determined Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
											Director:	Director:	Director:	Director:
49	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	Spend 100% of the INEP allocation received for the upgrade of the Railton bulk electrical infrastructure - Stage 3 by 30 June 2020 [(Actual expenditure on INEP funding received divided by the total INEP funding received for the project)x100]	% of INEP funding received for the project spent by 30 June 2020	3:4	Director: Infrastructure Services	New performance indicator for 2019/20. No comparative audited results available	Percentage	100	0	40	0	100
50	Infrastructure Services	Basic Service Delivery	To enhance access to basic services and address maintenance backlogs	95% microbiological quality level achieved for water as per SANS 241	% microbiological water quality level achieved as per SANS 241 criteria	All	Director: Infrastructure Services	99.1% (2017/18 actual)	Percentage	95	95	95	95	95

## Capital Budget for the 2019/20 financial year

## Monthly Cashflow for the 2019/20 financial year

Sub-Directorate [R]	Function [R]	July			August	
		Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.
Municipal Manager	Executive and council	13286401.49	1708332.67	0	40250.06465	2365049.96
Financial Services	Finance and administration	6434880.105	4221153.372	84000	5105374.716	4197242.007
Corporate Services	Internal audit	0	114039.1514	0	0	113190.9208
Community Services	Community and social services	2003675.822	543604.7098	0	642870.9002	539942.6786
Community Services	Sport and recreation	106257.3448	957569.7189	0	103215.252	953979.5952
Community Services	Public safety	4428159.336	3164495.828	0	4438325.085	3161423.532
Community Services	Housing	1991374.453	721145.2419	0	254809.7095	703931.8398
Community Services	Health	0	0	0	0	0
Infrastructure Services	Planning and development	85081.54166	406750.7637	0	87686.07865	403398.6859
Infrastructure Services	Road transport	14131.05532	1225619.931	0	2418750895	1216262.965
Community Services	Environmental protection	0	0	0	0	0
Infrastructure Services	Energy sources	9384208.534	1900932.212	0	8403691.818	5803874.42
Infrastructure Services	Water management	1270535.352	766746.6005	0	1283656.666	763801.9132
Infrastructure Services	Wastewater management	1283852.648	1102313.002	0	1301607.825	1097374.279
Community Services	Waste management	752675.7431	702843.1838	0	681976.7791	699983.2968
Community Services	Other	0	340403.2805	0	44259.19015	0
		41041233.42	17875949.67	84000	22345883.64	22063715.28
						434782

## Monthly Cashflow for the 2019/20 financial year

Sub-Directorate [R]	Function [R]	September			October		
		Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.
Municipal Manager	Executive and council	36609.93413	2673436.552	0	36702.799	1311683.026	0
Financial Services	Finance and administration	7442000.714	4510874.794	128354.78	5073885.515	4682296.609	95000
Corporate Services	Internal audit	0	114535.4619	0	0	113930.8226	0
Community Services	Community and social services	594538.0215	628192.4998	191000	596883.9232	543380.9676	0
Community Services	Sport and recreation	100861.1223	990449.3055	0	101191.4638	961986.7183	0
Community Services	Public safety	4414858.564	3180824.556	0	4413573.004	3165766.417	0
Community Services	Housing	192201.2336	700002.7131	0	192201.2336	688480.5398	0
Community Services	Health	0	0	0	0	0	0
Infrastructure Services	Planning and development	86256.13677	425478.8753	0	86562.55289	404806.7442	0
Infrastructure Services	Road transport	1984.388621	1687486.8	739130	1986.823394	1217485.66	869565
Community Services	Environmental protection	0	0	0	0	0	0
Infrastructure Services	Energy sources	6748121.225	5569464.054	0	6834783.342	7076488.142	0
Infrastructure Services	Water management	1131709.154	1051522.866	434782	1119232.194	769174.9253	695652
Infrastructure Services	Wastewater management	1166896.79	1809936.221	0	1326681.2	1105189.21	0
Community Services	Waste management	649807.3284	893543.7736	0	693955.5357	705088.0356	0
Community Services	Other	0	33591.62314	0	0	33598.68955	0
		22565844.61	24269340.09	1493266.78	20477639.59	22779356.51	1660217

## Monthly Cashflow for the 2019/20 financial year

Sub-Directorate [R]	Function [R]	November			December		
		Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.
Municipal Manager	Executive and council	39011.86634	1321273.765	0	10636234.6	2245895.308	0
Financial Services	Finance and administration	5232772.397	5003120.692	95000	5725844.539	7711949.294	95000
Corporate Services	Internal audit	0	114221.4126	0	0	185738.35	0
Community Services	Community and social services	640446.8021	543625.3173	0	1606153.354	904927.9161	0
Community Services	Sport and recreation	99051.10237	964909.2516	0	99253.87955	1490678.892	0
Community Services	Public safety	4423243.275	3165799.807	0	4423884.94	3471765.817	0
Community Services	Housing	254809.7095	703432.9015	0	1626406.924	820667.9518	0
Community Services	Health	0	0	0	0	0	0
Infrastructure Services	Planning and development	83600.53043	405240.5314	0	86817.89965	631550.923	0
Infrastructure Services	Road transport	2386.287254	1228182.85	1304347	11678.85237	2094803.841	217391
Community Services	Environmental protection	0	0	0	0	0	0
Infrastructure Services	Energy sources	6809682.376	6089774.767	0	7050179.157	6620163.996	0
Infrastructure Services	Water management	2152421.168	771048.2379	1043478	2161193.108	1323744.411	1331391
Infrastructure Services	Wastewater management	1137214.63	1109567.144	0	1205874.994	2307646.287	0
Community Services	Waste management	707663.1212	708417.7356	0	775379.3979	1052033.205	0
Community Services	Other	0	44230.92449	0	278140.3216	0	0
		21582303.27	22172845.34	2442825	35408901.64	31139706.51	1643782

## Monthly Cashflow for the 2019/20 financial year

Sub-Directorate [R]	Function [R]	January			February		
		Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.
Municipal Manager	Executive and council	36517.06926	1541693.442	0	38841.61407	1334425.18	0
Financial Services	Finance and administration	4324080.606	5031416.736	95000	4253481.438	4272605.58	95000
Corporate Services	Internal audit	0	114913.762	0	0	115366.4964	0
Community Services	Community and social services	294756.0253	554726.5687	1304300	340954.5289	550042.7359	0
Community Services	Sport and recreation	84187.54908	956081.4374	143000	81708.2679	974767.8742	0
Community Services	Public safety	4415473.481	3164811.526	0	4425212.988	3170920.562	0
Community Services	Housing	192201.2336	745312.7164	0	254809.7095	738258.9023	0
Community Services	Health	0	0	0	0	0	0
Infrastructure Services	Planning and development	85949.72066	408601.8901	0	83038.76755	412104.5157	0
Infrastructure Services	Road transport	1981.953848	1229574.389	217391	2381.823504	1243251.015	967565
Community Services	Environmental protection	0	0	0	0	0	0
Infrastructure Services	Energy sources	6564075.024	5619210.945	0	6483355.248	6029493.268	0
Infrastructure Services	Water management	2186364.349	779166.1884	282341	1546903.76	775871.0058	302274
Infrastructure Services	Wastewater management	1337943.721	1100167.898	0	1148479.304	1115548.046	0
Community Services	Waste management	626219.9426	702067.9731	0	720074.0851	710699.2389	0
Community Services	Other	0	33505.05957	0	0	44254.77364	0
		20149750.68	21981250.53	2042032	19379241.53	21487609.19	1364839

## Monthly Cashflow for the 2019/20 financial year

Sub-Directorate [R]	Function [R]	March			April		
		Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.
Municipal Manager	Executive and council	8254182.129	2809645.04	0	285278.8709	1360497.22	0
Financial Services	Finance and administration	5433006.267	4448266.08	95000	4307813.959	4235659.708	95000
Corporate Services	Internal audit	0	115327.2494	0	0	115628.4415	0
Community Services	Community and social services	1409638.491	629935.877	0	281062.0889	548470.0563	0
Community Services	Sport and recreation	85911.45832	995131.6213	0	80476.46076	966430.8815	0
Community Services	Public safety	4427063.666	3181752.017	0	4400390.786	3169415.989	0
Community Services	Housing	1626406.924	732841.9077	0	192201.2336	714168.3459	0
Community Services	Health	0	0	0	0	0	0
Infrastructure Services	Planning and development	83345.18367	427569.1167	0	81864.17244	408635.1152	0
Infrastructure Services	Road transport	11651.25828	1706983.461	1167884	1949.490207	1227100.631	98000
Community Services	Environmental protection	0	0	0	0	0	0
Infrastructure Services	Energy sources	6722597.629	5910257.63	0	6556805.425	6745401.997	0
Infrastructure Services	Water management	1123237.374	1054458.016	695652	1138855.025	769079.073	466228
Infrastructure Services	Wastewater management	1308264.873	1817207.783	0	1174187.156	1109376.497	0
Community Services	Waste management	764222.2924	898878.2609	0	732485.0489	708550.7703	0
Community Services	Other	0	278104.1063	0	0	33520.959	0
		<b>31249527.54</b>	<b>25006358.17</b>	<b>1958536</b>	<b>19233369.72</b>	<b>22111935.69</b>	<b>659228</b>

## Monthly Cashflow for the 2019/20 financial year

Sub-Directorate [R]	Function [R]	May			June		
		Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.
Municipal Manager	Executive and council	286083.6998	1416537.028	0	297756.4979	8873849.454	6000
Financial Services	Finance and administration	4332129.344	4474090.284	72645.22	4026655.681	5045646.315	225000
Corporate Services	Internal audit	0	117224.8974	0	0	118947.0542	0
Community Services	Community and social services	282461.9583	563570.1158	0	469595.364	676056.9925	1233395
Community Services	Sport and recreation	84054.58984	1024483.973	0	83501.50926	595597.5718	50478
Community Services	Public safety	4410624.18	3187248.174	0	4411755.256	3041182.631	21000
Community Services	Housing	192201.2336	912933.8239	0	430376.4027	1112383.266	0
Community Services	Health	0	0	0	0	0	0
Infrastructure Services	Planning and development	84519.77878	431369.0623	0	82774.63686	521554.0098	30000
Infrastructure Services	Road transport	1970.591574	1416847.244	98000	3563.724729	1718060.9	198002
Community Services	Environmental protection	0	0	0	0	0	0
Infrastructure Services	Energy sources	8768351.205	9848647.359	0	9378359.417	15148801.76	3438696
Infrastructure Services	Water management	1151674.576	843821.7016	0	1128237.274	1608488.606	195145
Infrastructure Services	Wastewater management	1191307.857	1208634.788	0	1252915.103	2349925.883	1206975
Community Services	Waste management	748785.8779	766869.6783	0	620230.8478	1038546.435	0
Community Services	Other	0	33532.44193	0	0	74168.63005	0
		21534164.89	26245810.57	170645.22	22185721.71	41923209.51	6604691

## Monthly Cashflow for the 2019/20 financial year

Sub-Directorate [R]	Function [R]	TOTAL		
		Revenue	Operational Exp.	Capital Exp.
Municipal Manager	Executive and council	R 33 273 870.63	R 28 962 318.64	R 6 000.00
Financial Services	Finance and administration	R 61 691 925.28	R 57 834 321.47	R 1 175 000.00
Corporate Services	Internal audit	R -	R1 453 064.02	R -
Community Services	Community and social services	R 9 163 037.28	R 7 226 476.44	R 2 728 695.00
Community Services	Sport and recreation	R 11 09 670.00	R 11 832 066.84	R 193 478.00
Community Services	Public safety	R 53 032 564.56	R 38 225 406.86	R 21 000.00
Community Services	Housing	R 7 400 000.00	R 9 293 560.15	R -
Community Services	Health	R -	R -	R -
Infrastructure Services	Planning and development	R 1 017 497.00	R 5 287 060.23	R 30 000.00
Infrastructure Services	Road transport	R 58 085.00	R 17 211 659.69	R 6 094 686.00
Community Services	Environmental protection	R -	R -	R -
Infrastructure Services	Energy sources	R 89 704 210.40	R 82 362 510.55	R 3 438 696.00
Infrastructure Services	Water management	R 17 394 020.00	R 11 276 923.55	R 5 664 334.00
Infrastructure Services	Waste water management	R 14 835 226.10	R 17 232 887.04	R 1 206 975.00
Community Services	Waste management	R 8 473 476.00	R 9 587 521.59	R -
Community Services	Other	R -	R 1 271 310.00	R -
		<b>R 297153582.20</b>	<b>R 299057087.10</b>	<b>R 20558844.00</b>

## Revenue by Source for the 2019/20 financial year

	June	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
Property rates	R 3 042 541	R 3 053 700	R 5 442 260	R 3 036 960	R 3 084 861	R 3 076 023	R 3 343 859	R 3 355 059	R 3 382 963	R 3 366 221	R 3 377 383	R 2 925 800	R 2 925 800	R 40 467 669
Service charges - electricity revenue	R 8 627 802	R 7 973 139	R 5 328 603	R 5 415 278	R 6 371 503	R 6 475 546	R 6 443 824	R 6 351 614	R 6 332 932	R 6 337 010	R 8 549 455	R 9 215 190	R 8 562 695	
Service charges - water revenue	R 1 270 535	R 1 283 637	R 1 131 709	R 1 119 232	R 2 152 421	R 2 161 193	R 2 186 354	R 1 546 904	R 1 123 237	R 1 138 855	R 1 151 675	R 1 128 237	R 17 394 020	
Service charges - sanitation revenue	R 1 290 266	R 1 297 911	R 1 163 260	R 1 323 032	R 1 133 690	R 1 202 215	R 1 334 320	R 1 144 978	R 1 304 751	R 1 170 735	R 1 187 744	R 1 249 425	R 14 792 328	
Service charges - refuse revenue	R 752 476	R 661 977	R 649 807	R 653 956	R 707 663	R 775 379	R 626 220	R 720 074	R 754 222	R 732 465	R 748 746	R 620 231	R 8 473 476	
Service charges - other	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
Rental of facilities and equipment	R 49 363	R 57 642	R 58 824	R 61 190	R 48 178	R 54 092	R 58 233	R 55 275	R 42 265	R 44 632	R 45 814	R 45 224	R 620 730	
Interest earned - external investments	R 297 694	R 312 546	R 310 970	R 347 200	R 402 894	R 272 941	R 421 458	R 281 506	R 371 952	R 384 329	R 396 705	R 357 106	R 4 166 400	
Interest earned - outstanding debtors	R 92 307	R 92 507	R 92 537	R 92 507	R 1 110 085									
Dividends received	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
Fines, penalties and forfeits	R 4 042 850	R 4 042 850	R 48 544 199											
Licences and permits	R 118 496	R 121 580	R 118 496	R 110 535	R 104 163	R 98 389	R 123 275	R 116 905	R 112 127	R 105 756	R 108 941	R 124 872	R 1 364 636	
Agency services	R 163 482	R 167 215	R 146 548	R 154 771	R 174 692	R 175 927	R 144 813	R 164 727	R 170 949	R 152 281	R 156 015	R 143 570	R 1 916 980	
Transfers and subsidies - Operational	R 18 770 483	R 718 145	R 541 691	R 718 145	R 151 09 853	R 541 691	R 718 145	R 124 78 853	R 541 691	R 541 691	R 123 055	R 52 435 132		
Other revenue	R 339 023	R 349 381	R 343 683	R 344 904	R 333 102	R 345 921	R 342 462	R 330 864	R 332 085	R 326 104	R 336 765	R 329 811	R 4 054 164	
Gains on disposal of PPE	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R 1 000 000	
Transfers and subsidies - Capital	R 2 493 535	R 2 193 536	R 2 193 536	R 2 183 535	R 2 255 644	R 1 525 066	R 447 834	R 15 221 868						
<b>TOTAL</b>	R 41 041 233	R 22 345 884	R 22 565 845	R 20 477 640	R 21 582 303	R 35 408 902	R 20 149 751	R 19 379 242	R 19 233 370	R 21 534 165	R 22 185 722	R 287 153 582		